DOCUMENT RESUME

ED 316 068 HE 022 949

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| AUTHOR | Bauer, David G.; Otto, Mary L. |
| TITLE | Administering Grants, Contracts, and Funds. Evaluating and Improving Your Grants System. |
| INSTITUTION | American Council on Education, Washington, D.C. |
| REPORT NO | ISBN-0-02-901951-6 |
| PUB DATE | 89 |
| NOTE | 247p.; American Council on Education/Macmillan Series on Higher Education. |
| AVAILABLE FROM | Macmillan Publishing Company, 866 Third Avenue, New York, NY 10022 ($34.95). |
| PUB TYPE | Books (010) -- Guides - Non-Classroom Use (055) |
| EDRS PRICE | Document Not Available from EDRS. |
| DESCRIPTORS | Administrators; Contracts; Federal Aid; *Financial Support; *Fund Raising; *Grants; *Grantsmanship; Higher Education; Office Management; Private Financial Support; *Program Proposals; Proposal Writing; State Aid |

ABSTRACT

Aspects of the grants system are examined, and information on ways to improve the structure of a grants office and sharpen staff skills are provided. Thirteen chapters deal with the following topics: the purpose of the office of grants and contract administration (e.g., the essentials of brainstorming); measuring the success of a grants system (e.g., analyzing and determining the grants potential); developing a preproposal review system; developing staff interest in proposal development; evaluating and improving the grant opportunity research system (e.g., use of newsletters, grants research tools, and the community grants office); the role of the grants office in contacting funding sources (e.g., developing linkages with private and public funding sources); the role of the grants office in promoting an organized proposal (e.g., the role of the project planner, the grants time line, and budget and cash forecasts); the role of the grants office in assurances, submission, and follow-up (including ethics in research and dealing with the decision of the funding source); the role of the grants office in the administration of private funds (e.g., official acceptance and budget modification); the role of the grants office in the administration of federal funds (e.g., cash requests and letters of credit); indirect cost recovery; the role of the grants office in the politics of the funding process (e.g., developing webbing and linkages to elected officials); and the grants administrator. (SM)

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